

1 AUG 1978

MEMORANDUM FOR: Deputy Director for Administration

FROM : [REDACTED]
Associate Director-Management
National Foreign Assessment Center

SUBJECT : Recruitment of Personnel

REFERENCE : Your memo dated 11 July 1978,
same subject

1. In response to referenced memorandum, the National Foreign Assessment Center submits the following observations on the Agency's recruitment program.

2. Overall, we consider the Agency's recruiting effort to be satisfactory for our needs. Responses from our individual offices (attached), however, exhibit a recurring pattern of concern over specific areas of the recruitment system. On balance, however, they reflect a judgment that their recruitment needs receive timely and adequate attention.

3. The most frequent comment from NFAC offices concerns the lack of feedback on the processing of individual applicants. Most offices state that they must contact OP to determine the status of their applicants. While the primary determinant here no doubt has to do with too few people with too much to do, some system to provide more routine feedback from the Office of Personnel would be most helpful.

4. The second problem raised most frequently by our offices is the perennial one of the excessive time required to process an applicant. As you might expect, this sometimes causes a highly-desirable and well-qualified applicant to accept other employment. Given the current pressures to hire minorities, delays in processing in this area are particularly troublesome when we lose a qualified minority. We recognize, of course, that this is not only a Personnel problem; the time required for security clearances and PATB analyses contribute to the problem as well.

5. Interview reports and files generally are good. Of course, the quality varies from recruiter to recruiter. Where a recruiter thinks a file will be of interest to NFAC offices, we request that the following additional information be included, where possible, in the reports and files: listing of applicant's publications; regional or functional expertise; residence overseas; language capability; description of related work experience; and academic letters of recommendation.

6. One major exception to the high quality of files received by our components is minority files. Although we do see files on some well-qualified minority applicants, most minority files are not competitive with other applicants. We realize that this is a very tough order, but it is very clear to us that we will continually fail to meet our minority hiring targets unless we can obtain greater numbers of qualified minority applicant files for review. We are particularly impressed with the possibilities of the co-op and summer intern programs as a route for attracting minority applicants.

7. Apart from our S&T-related offices, current guidelines in starting salaries present no problem. OWI and OSI frequently solve their problem of trying to match the private sector by offering in-grade steps. Delegation of approving authority to the Chief, Staff Personnel Division might speed up the approval process significantly.

8. The recruiters received mixed reviews. All are doing an adequate job; some are doing excellent work. This latter group is clearly identifiable because their interview reports are clear and concise, their files are in order, and their selections tend to be quality applicants.

9. On balance, we believe that the Agency's recruitment system works well enough to meet most of our needs; however, minority recruiting continues to be a problem. We have no ready solutions but we are prepared to work with recruitment to determine whether a more concerted effort by all concerned would provide better results.



STATINTL

Attachments:
As stated

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24 JUL 1978

MEMORANDUM FOR: Chief, NFAC Administrative Staff
ATTENTION : Senior Personnel Officer
SUBJECT : Agency Recruitment System

1. In response to the DDA's memorandum of 11 July 1978 concerning Agency recruitment activities, the following comments are offered and keyed to that memorandum:

a. Our recruitment guide has been revised this year but the revision was one of form more than substance. OSR requirements regarding qualifications, education and experience have not changed significantly over the years and we believe that we continue to see excellent candidates via the recruiting system.

b. Most of the files we see are reasonable prospects for OSR consideration. We do see special interest files which are a bit far removed from OSR needs but have experienced no problems in so stating and returning said files to the Office of Personnel.

c. We believe that the grades we offer are adequate to attract the well-qualified applicants we need. Attached is our hiring policy.

d. There is sufficient feedback on the status of applicant processing which is regularly sought and monitored by our Administrative Staff.

e. The filed interview reports are helpful but do not alone provide enough information to allow us to express interest. They are desirable adjuncts to the full Personal History Statements.

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2. Our only complaint with the recruitment system is the paucity of minority applicants. We are committed to EEO but our somewhat slow pace in acquiring larger numbers of minority professionals is certainly due in large part to not having a steady flow of applicants from which to select. We would suggest that a heavy emphasis on recruitment of minority employees for the Graduate Fellow Program might serve as an assist in later recruitment of such individuals for full-time, regular employment.

STATINTL



S. N. GRAYBEAL
Director
Strategic Research

- Attachment:
- As stated

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24 July 1978

MEMORANDUM FOR: Chief, NFAC Administrative Staff

FROM : H. C. Eisenbeiss
Director of Central Reference

SUBJECT : Recruitment of Personnel

REFERENCE : DDA Memo DDA 78-2359/7 dated 11 July 1978;
Same Subject

1. The following comments are keyed to the subparagraphs contained in paragraph two of the reference:

a. Do your recruitment requests appear to receive timely attention?

Although our recruitment requests regarding professional and technical personnel do appear to be receiving timely attention, the situation is quite different with respect to clericals. We have rarely had our full complement of full-time or part-time clerical employees and the entry of clericals seems to be "feast or famine" -- for long periods of time we have none coming on board and then a tremendous influx occurs. More on this topic below.

b. Are the files that are sent to you in answer to your requests responsive to the needs of the job?

Professional applicant files are generally responsive to our needs; improvements are needed for minority files. The recruitment officers appear to be taking a broad approach in response to requests; they appear to be aiming at quantity to fulfill the request rather than quality.

SUBJECT: Recruitment of Personnel

c. Do the grades which you have available appear competitively adequate for the type of person you are seeking?

OCR's entry grades are generally competitive for the candidates we seek; the OCR grade structure, however, does not offer long-term attractiveness, and we may lose good candidates to other offices as a result. The entry grades for librarians and generalists are competitive, but they are barely so for programmers. Our grades are not competitive for candidates with Ph.D.'s (we can only offer a GS-09 or GS-10 for analysts). We are finding it difficult to recruit technicians for our video and motion picture maintenance and service operations at current grade levels.

d. Is there sufficient feedback to keep you aware of the status of applicant processing?

There has never been sufficient feedback regarding the status of our applicant processing; we must constantly submit direct questions on each candidate in order to acquire some knowledge of the status of his/her processing. There is a real need for a regularized systematic feedback mechanism reporting the status of all of the component's applicants in process.

e. Are the field interview reports written by the field recruiters sufficient in depth and quality to allow you to express interest?

The quality of appraisals in the field interview reports is uneven. Some OCR managers believe them to be shallow. Others believe them to be all that can be reasonably expected for an initial interview. All agree that the report should not be a reiteration of the PHS and that it should contain an assessment, albeit limited, of the recruiter's prospective of the candidate as a future, long-term Agency employee. The report should, of course, include significant achievements which have been omitted from the PHS.

2. Many of our problems dealing with recruitment and applicant processing go beyond the specific questions contained in the reference. There appears to be a heavy recruitment effort in certain schools and locations, e.g., Arizona, Texas, and Washington, D.C. We would like to see more candidates for employment coming from schools with good foreign area study programs throughout the country. We feel that recruiters could be more aggressive in seeking out good prospective candidates.

SUBJECT: Recruitment of Personnel

3. One of our principal concerns regarding recruitment is in the clerical area. As mentioned previously, there does not appear to be a systematic, sustained effort to maintain a steady influx of clerical employees to fill our needs. OCR's requirements for clerical employees exceeded the total number of clericals who entered on duty with the Agency in July! Further, we have been receiving a substantial number of clerical employees with low SET scores; we are finding it increasingly difficult to find competent secretaries and intelligence assistants from the current "crop" of clericals because they simply have poor qualifications. In addition, we do have requirements for both full-time and part-time clerical employees who will be assigned to a host of non-secretarial jobs; published Agency notices have ignored this requirement and we have been told that candidates for this requirement have, indeed, been turned away at the local recruitment office!

4. Turning to the area of applicant processing procedures, we urge that all college applicants take the PATB -- even those who are being considered for clerical positions. And we also suggest that those applicants who are not college graduates take a clerical aptitude test. The first two paragraphs of the PATB results should be available within two weeks and be circulated with the applicant files automatically.

5. The time that it is taking to process an applicant for his/her entrance on duty continues to plague us. There are far too many delays in the handling of paper; many applicant files are held up in an office for a month or more with no action being taken and no excuse rendered to explain the delays. There appears to be little coordination between the Offices of Medical Services, Personnel, and Security. To date, our complaints regarding delays in scheduling, testing, and security processing receive the same response -- "Another office is holding up the process." We have experienced far too many snags in the handling of applications, e.g., sufficient notification is not provided for interviews; applicants are not given proper instructions; failures to locate applicants for scheduling interviews (that we have located easily), etc. These problems are particularly annoying with regard to our efforts to hire minorities.

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H. C. Eisenbeiss

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19 July 1978

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MEMORANDUM FOR:

[REDACTED]
NFAC Executive Officer

FROM

:

[REDACTED]
Chief, Publications and Presentations
Group, NFAC

STATINTL

SUBJECT

:

Recruitment of Personnel

REFERENCE

:

Your note, dtd 12 Jul 78, on same
subject

1. Since most of our personnel needs are filled through vacancy notices, PPG has had only three recruitment requests--two of them for specific individuals, and none in the technical/professional category.

2. Within this limited experience, we can respond affirmatively to all the direct questions asked except one, that concerning feedback on applicant processing. As it is now, we go for months without hearing anything. It would be helpful if the Office of Personnel could provide the requesting office with a periodic status report--say every six weeks.

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[REDACTED]

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18 July 1978

MEMORANDUM FOR: NFAC Administrative Staff

SUBJECT : Recruitment of Personnel

REFERENCE : DDA 78-2359/7, dtd 11 July 1978

1. Across a continuum, dating back to Spring '73, the Operations Center probably has been more active than any other NFAC component in hiring young professionals. In support of this effort, we have depended heavily on the Office of Personnel's Skills Bank as a source of applicants' files--selecting from those files folders on applicants who merit consideration and possible PPI. By and large we are satisfied that the Skills Bank meets our need and that the recruiting system works. But such has not always been the case. At the outset one or two officers in Staff Personnel Division, acting out of what they perceived to be our needs--rather than what we knew those needs to be--were as much a hindrance as a help. We have enjoyed the support of the Director of Personnel, who was quick to sense what we are about and to lend his help--even suggesting prospective recruits.

2. We are disappointed, of course, by the paucity of applicant files on Black men and the quality of those we do see. It is our impression that such files, 'though replete with "Roots" type courses in Africanology, are woefully lacking Politics, Geography, Economics, language, etc., specifically focused on Africa. We've had success in hiring Black women professionals and recruited one Black man as a Summer Intern. All are from first rate schools and have solid academic backgrounds in the Social Sciences. For the most part, the files we see are suggestive of an effort by someone to recruit from the ranks of would-be and only marginally qualified social workers and/or community activists.

3. We hire in the GS 07-09 grades and those salaries do appear competitive.

4. We are not aware of feedback in the sense that it connotes an on-going exchange with Personnel and/or Security. What dialogue there is, takes place at our initiative once an application is set in process. Unless we ask OP, months pass before we learn of an EOD--and sometimes we learn inadvertently that that candidate has been rejected.

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5. Clearly the utility of the interview reports written in the field varies, depending on the interviewer and his knowledgeability with respect to an ever changing environment here in Headquarters. One or two interviewers are very good. Perhaps it is no accident that the same men are in contact with us by phone or drop by to talk when they're in Washington and hence have a keener appreciation of our needs. On the whole, however, I am not impressed by the field interviews.

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Acting Director
CIA Operations Center

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21 JUL 1978

MEMORANDUM FOR: Chief, Administrative Staff/NFAC

SUBJECT: Recruitment of Personnel

1. Following are OSI comments in response to EO/NFAC request regarding the Office of Personnel recruiting mechanism.

2. For the past several years, the Office of Scientific Intelligence has placed emphasis in its hiring program on the recruitment of personnel with advanced degrees and experience in a wide range of scientific and technical fields. During this period the Office of Personnel has expeditiously transmitted our recruitment needs to its regional office personnel and has been effective in identifying and recruiting personnel in the academic environment. That Office has been much less successful, however, in recruiting experienced personnel from industry. Many of the personnel hired by this Office in the past two years or so have been recruited by OSI analysts or have been as a result of referrals by personnel in other S&T components. For the recruitment of quality, experienced personnel, OSI cannot depend entirely on OP and must do much of the recruiting to meet its needs. The Office of Personnel, however, continues to provide a large number of professional applicant files which at least gives us a basis for comparing personnel who have come to our attention from other sources and indeed has contributed to OSI's current on-duty strength.

3. The time taken from the date an individual is interviewed by a recruiter until he enters on duty continues to be of concern to this Office. We recognize that there may be extenuating circumstances when, for example, an individual requires several months to complete

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SUBJECT: Recruitment of Personnel

his education before being available for work or when an individual may be unavailable to come to Washington for a preprocessing interview shortly after being contacted. Nevertheless, this is a serious problem which has resulted in the loss of people to private industry. For the most part, applicants are understanding of the time required for the Agency to process its new employees. But their understanding becomes meaningless when they have other opportunities for interesting and better paying positions. Further, we have been unhappy with the responsiveness of the applicant processing mechanism to our periodic 30-day expedite requests. We try to be selective in requesting the expediting of certain applicants, i.e. those needed to work in substantive areas of immediate concern to senior Agency management and US policymakers, such as nuclear weapons, nuclear proliferation, [REDACTED]

Such requests, unfortunately, seem to be handled in much the same way as the requests for normal processing.

4. The Agency mechanism for recruiting black and female applicants has not been effective in providing this Office with adequate numbers of qualified S&T types. More emphasis must be placed on this aspect of our EEO program if the S&T components such as OSI are to participate actively in an Agency affirmative action program. We cannot understand why the recruitment mechanism has had little or no success in providing the S&T components with files on black applicants with a scientific or engineering education who are located in the Washington, D.C. metropolitan area.

5. In recruiting quality personnel with graduate training and/or experience, OSI frequently must hire at the in-step level to compete with private industry or to motivate individuals to leave their current jobs. While the preparation of a memorandum requesting approval to

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SUBJECT: Recruitment of Personnel

hire in-step is not too time consuming, the time required for it to move through the approval channels appears to be increasingly excessive and delays the final job offer to applicants. We believe that this aspect of the recruitment mechanism would benefit from a delegation of the approval responsibility to the Chief, Staff Personnel Division, OP.

6. The preprocessing interview stage of the recruitment mechanism has been extremely beneficial to this Office. But, we note that a month or longer has become the normal time for arranging such interviews, apparently because of the limited resources in OP. We believe that this is an aspect of the recruitment process which could be readily improved and suggest the hiring of a part-time employee in OP to arrange for the necessary name checks and interviews. In addition to reducing the time required for the overall process, additional OP resources devoted to the PPI step would permit the efforts of the regular employees (Processing Assistants) to be concentrated on the applicants in process and in keeping the consumer offices better informed as to their processing status.

7. The limited time available to respond to the current request for comments on the recruitment mechanism does not permit us to study and report in detail on the competitive adequacy of our professional grade structure; we can make a few general observations at this time, however. Because of the Office emphasis on the hiring of highly educated and experienced personnel--as part of an overall effort to enhance the quality of our S&T intelligence analysis and reporting--the Office of Personnel and other sources have been instrumental in OSI receiving a large number of applicant files for consideration and action. Many of these files have been excellent, but because of the salary demands of the applicants and our limited headroom, we could no more than review the files. Many of the applicants were interviewed, identified as likely S&T analysts, but were unwilling to accept our proposed grade offers,

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SUBJECT: Recruitment of Personnel

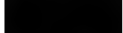
essentially because they were able to do better elsewhere, either in their present position or with another organization (usually, but not always in private industry). A large number of these applicants were hired, of course, as evidenced by the Office personnel strength being essentially at the T/O level after several years of trying to attain this goal, but frequently after much discussion and salary negotiations and at the expense of our limited headroom. The competitive adequacy of grade structures should be reviewed in depth not only in relation to the types of new people we are seeking but also in relation to on-board personnel and concerns about retaining and motivating them to perform at ever increasing levels.

8. Finally, we offer a few brief remarks concerning the Student Trainee Program. During the past several years, the number of Student Trainees assigned to OSI has dwindled, and we are finding it increasingly difficult to replace them as they leave. While we submit our requirements to OP at least once a year, we are not receiving a sufficient number of applicant files to meet our requirements. Student Trainees at one time were an excellent source for OSI staff employees and more emphasis must be placed on the recruitment of qualified individuals if maximum benefit is to be derived from the program.


Executive Officer
Scientific Intelligence

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20 July 1978

MEMORANDUM FOR: Chief, NFAC Administrative Staff

SUBJECT : DDA Memorandum on Recruitment of
Personnel

1. OER responses to the subject memorandum are identified with the specific questions raised in paragraph 2:

- a. yes
- b. yes
- c. Yes in all, but a very few cases.
- d. The feedback we receive from O/P varies a great deal. In general, we would like more feedback than we get. Parenthetically, we spend a great deal of time on our own account attempting to keep in touch with key recruits whom we have in process. We have had major gaffes with recruits whom we thought had not reported as scheduled only to discover that O/P had not made the preparations required to bring the recruit in on the time that they (O/P) had scheduled him for interviews. We have had cases in which individuals have been cancelled who should not have been cancelled or who have been kept in process who should have been cancelled because of misunderstanding over instructions and failure to clarify or check back with the Office.
- e. Most of the field interview reports are quite revealing. One or two of the recruiters tend to appraise candidates more on their patriotic fervor than on their interest in or ability to work. There is a rather universal tendency to "sell" each individual file forwarded by the recruiter. The Office would be better served if individuals were carefully appraised, noting the particular strengths and weaknesses and elements for which the recruiter thinks the individual is worth further consideration.

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- f. One item not identified in the DDA memorandum but worthy of particular note is the colossal lag between the time of interview and the time a file is received by the production office at Headquarters. It may be that applicants are particularly dilatory in forwarding application materials, but some means must be developed to reduce the time between interviews and consideration in Washington if we are to hire particularly qualified applicants. Only mediocre or poor applicants are likely to be still available at the end of the present sort of lag. For example, I have seen 10's of files recently in which the applicant was interviewed between December of 1977 and early April of this year.



Executive Officer
Economic Research

STATINTL

PERSONNEL RECRUITMENT

1. ORPA presently appears to receive an ample supply of applicant files both from OP and from CTP. Most of these files match the general level of academic preparation that we look for; but quite a few are screened out on our end for lack of some specific capabilities. Examples of this are: insufficient academic preparation either in Political Science, International Relations or foreign area specialization; poor writing or analytical ability (based on available writing samples); or insufficient work or research experience in their field.
2. The grade structure in ORPA allows for hiring professionals from GS-08 through GS-15, but the concentration of applicants in process appears to be in the GS-11/GS-12 range. ORPA's entry-level positions are at the GS-11 level (PhD with no experience); thus we appear to have lost no candidates as a result of noncompetitive salaries.
3. It would be helpful to us if the following information could be included in the field recruiters' Report of Interview:
 - a list of the applicant's publications (if any)
 - regional or functional areas of expertise (e.g., political, military, or economic affairs, or international issues such as nuclear proliferation, terrorism or energy;
 - whether the applicant resided in a foreign country;
 - an estimate or measurement of foreign language capability;

- an outline of the academic record, including colleges/universities attended, grade average, degrees received, fellowships and honors received;
- a brief description of related work experience, as well as any lectures given or any consulting experience;
- inclusion of transcripts and a major writing sample;
- inclusion of letters of recommendation from applicant's principal professors/advisors, especially in the case of recent graduates.

4. We find that the time period required between our initial interview request and the time that an applicant is available for EOD is too long -- unacceptably long in cases where our Office must fill positions to meet urgent demands for intelligence production.

5. It generally takes ten days to process a name-trace request, plus an additional few days for the mail to travel from OP to OS and return. If a file has to be made up (on an applicant who has been referred to ORPA from the outside), the procedure is lengthened up to four additional days. It can thus take two weeks just to arrange for an interview.

6. PATB testing is also usually scheduled when an interview is arranged, but it can take up to three weeks after the interview to receive the results of this testing. These tests can be particularly critical in the decisions on the hiring of minority applicants. Unfortunately, while the Office is awaiting the PATB test results and deliberating on its hiring decision, the applicant's file must be returned to OP. This procedural setup is hardly helpful to the Office evaluation process of professional applicants.

7. In the past, OP/PSB has been most efficient and timely in responding to our requests for applicant processing. Recently, however, there has been a considerable slowdown in their service which seems to coincide with the resumption of DDO hiring and the appearance of Agency recruiting ads in the New York Times. PSB's people are cooperative and accommodating, but they are now simply swamped with a large volume of files and requests for interviewing and processing.

8. Overall, we are quite satisfied with both the number and calibre of applicant files we receive through the OP recruitment process. Of the twelve new professional employees that we currently have in process, three were selected from the OP applicant file system and three were referrals from CTP for direct hire. The others -- as is often the case -- were referred to ORPA by people in the academic community who deal with ORPA or other NFAC components.

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DDO 78-5649
DD/A Registry
78-2359/31

8 AUG 1978

MEMORANDUM FOR: Deputy Director for Administration
FROM : John N. McMahon
Deputy Director for Operations
SUBJECT : Recruitment of Personnel
REFERENCE : Memorandum from DDA (DDA 78-2359/7),
dated 11 July 1978, Same Subject

1. The recent series of meetings called by the Offices of Training and Personnel to air the problems in connection with the recruitment of an increased number of DO-oriented CT's have, according to the DO officers who attended, covered many of the concerns we share with respect to the recruitment of personnel.

2. Regarding the specific issues raised in paragraph 2 of the referent memorandum, our comments are as follows:

a. In addition to Operations Officer candidates, our most pressing needs are for linguists. The recruiters' response to our requirements for linguists has been timely, but our need for specific language-qualified personnel remains critical. (We recognize that there are fewer Americans who have learned hard languages in family and location environments from which we drew our best linguists in the past.)

b. The files we receive on Operations Officer prospects vary in their responsiveness to the criteria we have established for DO/CT candidates. Generally we have found that the best files are on those applicants with whom the recruiters have spent more than the average amount of time allotted to screening interviews.

c. The grade range for DO/CT candidates is adequate at present. We believe that the recent switch from hiring at the first step of a grade to a

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more flexible approach permitting intermediate steps will be helpful in specific instances.

d. The initiative for obtaining feedback on the processing of candidates lies with the CT Office, the Career Management Staff and, in the case of direct hire, with the gaining component. This is not a problem area.

e. As in the case of b. above there appears to be a rough correlation between the quality of the field interview reports and the amount of time which the recruiter is able to give to the interview, but obviously other factors affect the utility of such reports. It is difficult to generalize on this point. I do feel that contact between the recruiters and operations officers experienced in selection serves a useful purpose. In this regard, I have encouraged Junior Officer Board member participation in field trips which provide an opportunity for personal meetings with the recruiters.

3. There is, I believe, general agreement that the scope of our recruitment efforts has to be broadened and that the Agency can no longer depend so heavily on applicants identified through the academic institutions which they attend. One source which could be tapped to greater advantage is the military. We appreciate the efforts of individual recruiters to reach serving officers at or near the end of their active-duty careers, but we would like to see greater emphasis given to this source because of the fine record of ex-military personnel in this Directorate. [REDACTED] has some excellent military contacts, and I would be happy to make [REDACTED] good offices available in order to facilitate a systematic, centrally-coordinated approach to making officers already determined to leave the military aware of the opportunities in the Directorate of Operations. *

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4. The business and financial communities also represent potential sources for DO applicants, although I recognize the difficulties inherent in contacting the myriad organizations which make up these communities. However, it may be worth exploring through the regional field recruiters, the larger organizations which may be active in out-placement of younger

* WE MEAN YOUNG OFFICERS LEAVING THE
SERVICE AFTER ONE OR TWO HITCHES — NOT
RETIRED MILITARY.

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employees because of contract cancellations and other unanticipated developments. Our Domestic Collection and [REDACTED] [REDACTED] may be useful in identifying appropriate contacts for follow-up by your recruiters, if such assistance is desired.

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[REDACTED]

John N. McMahon

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DD/A Registry

78-2559/20

DDS&T 3712-78

07 AUG 1978

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Recruitment of Personnel (AIUO)

REFERENCE : Memorandum for DDS&T from DDA, dated 11 July 78,
Same subject

1. The field recruitment effort appears to be working remarkably well considering the relatively small numbers of recruiters and the extent of the territory covered. The Office of Personnel gives timely attention to our recruitment requests, although in some instances where particularly high capabilities are required it takes several months or longer to find acceptable candidates. This is probably not the fault of the Agency recruitment effort but rather the result of a government entity attempting to compete with industry for top quality people whose skills are in great demand.

2. The most common concerns among DDS&T operating components, which I share, are:

a. The long time required to process an applicant once an operating component has expressed an interest.

b. The lack of feedback from the Office of Personnel regarding the status of the applicant's processing.

c. The difficulty in competing with private industry for top quality professional and technical people.

d. A need for more depth in recruiter reports.

e. A need for more quality minority applicants.

3. Frequently, several months elapse between a review of a folder and the scheduling of the pre-processing interview. Recently OTS forwarded a listing of 29 pre-processing interviews requested by OTS for the period January through June 1978 to Staff Personnel Division and asked what if any action had taken place on each case. Interviews need to be scheduled in a more timely fashion, and if this is not possible, the interested component should be notified of the particulars. There have been cases elsewhere in the Directorate

DDS&T 3712-78
Page 2

SUBJECT: Recruitment of Personnel (AIUO)

where an applicant's initial processing was suspended for up to a month because a medical questionnaire or some other bit of information was required to begin the formal process. If the interested operating component was aware of what information was missing on a timely basis they might be able to assist in resolving the problem.

4. The current level of feedback is generally not sufficient to keep the various DDS&T components informed of the progress of an applicant's processing. Many calls must be made in order to establish the current status of requested appointments, results of medical exams, security investigations, tests, polygraphs, etc. A decision on whether or not to put another applicant in process often rests on an estimate of whether or not someone already in the pipeline will be cleared. It is difficult to make these estimates without a status report. More systematic feedback from the Office of Personnel on an applicant's processing status would be most helpful.

5. This past year the Directorate lost several highly qualified applicants for engineering positions because we could not compete with the starting salaries and benefits offered by private industry. In a few cases we can successfully meet the competition by offering a beginning salary above Step 1 of a particular GS grade. However, we still lose people who are not agreeable to a particular GS grade offer regardless of the number of Steps involved. The scientific and technical areas will no doubt continue to cause us some problems for some time to come, particularly in ORD and OD&E.



6. Reports of interviews could be improved by more insightful comments. Additional insights and observations from the recruiter as to the applicant's work history, education, temperament, career goals, ability to write and speak, expectations of the Agency, potential and interest in operational activities would be most helpful.

Approved For Release 2001/08/22 : CIA-RDP81-00142R000700060003-9

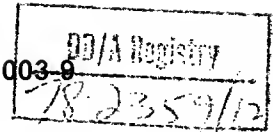
Page 3

SUBJECT: Recruitment of Personnel (AIUO)

7. Too many minority applicants do not measure up to their files and strong recommendations by the recruiter following a review of the results from the PATB, Brandon Wolfe, or editorial tests. Many other minority files do not meet the Directorate's requirements because of the lack of experience. Minority electronic engineers with experience in the aerospace industry, military community, intelligence community, for example, are extremely difficult to identify. We are seeing some excellent files, but unfortunately not enough high quality minority files.

 
LESLIE C. DIRKS
Deputy Director
for
Science and Technology

STATINTL



OGC 78-4632
14 July 1978

MEMORANDUM FOR: John F. Blake
Deputy Director for Administration

THROUGH : Anthony A. Lapham
General Counsel

FROM : [REDACTED]
Executive Officer, OGC

SUBJECT : Recruitment of Personnel

REFERENCE : DDA 78-2359/7, dated 11 July 1978

STATINTL

1. Recruiting for the Office of the General Counsel (OGC) is somewhat unique in that there is a definite requirement for the interviewer to be able to speak in the "language of the lawyer." Without this ability, the average recruiter cannot hope to adequately interview prospective applicants for OGC. Because of this factor, a system has evolved whereby the majority of serious applicants to OGC either apply directly to the General Counsel's Office or are the result of referrals from other law firms, lawyers, etc. In other words, OGC does the majority of its own recruiting.

2. This does not mean, however, that the Office of Personnel does not forward the applicant files of promising lawyers to OGC, for this it does, quite often in large quantities; included in this number have often been some excellent candidates. Once identified by this system though OGC must interview each candidate considered a second time in order to determine the applicant's legal qualifications. Thus a dual review requirement exists.

3. As OGC's primary concern is to identify quality applicants, we would like to keep both channels open since, as pointed out above, some outstanding applicants have been identified by OP. With regards to the Office of Personnel system, however, OGC does believe that certain improvements could be made. Our recommendations follow:

- (1) Faster processing time: Sometimes there appears to be quite a time lag from the time the application was first received by the Agency until reviewed by OGC. Since this is not true with all the files we receive, there may be a handling problem that we are not aware of but some take a long time to reach OGC. Perhaps this time lag can be reduced.
- (2) Better field interviews: While the interviews vary from excellent to poor depending on the individual recruiter, there does appear to be a lack of emphasis on the applicant's legal training and experience. OGC would like to see this rectified. In fact, our Office had already begun to review the problem with the idea of contacting OP at a future date in order to coordinate OGC's recruitment criteria.

4. In conclusion, while there is room for improvement, the present system is functioning well and OGC's recruitment needs are being met.



STATINTL

OLC 78-2679/a

4 August 1978

MEMORANDUM FOR: Deputy Director for Administration
FROM: Deputy Legislative Counsel
SUBJECT: Recruitment of Personnel
REFERENCE: Your Memo, Same Subject, dated
11 July 1978

1. Office of Legislative Counsel positions are, as a rule, filled by Agency personnel. This includes professional and clerical positions. There are very few occasions when we look outside the Agency for our personnel.

2. The Office of Personnel is aware of our requirements and they send us files in line with our vacancies. They keep us informed of the processing. The field interview reports written by the field recruiters give us what we need to make a decision on whether we have any interest in the applicant.

3. As mentioned above, we do try to fill our positions from inside the Agency and, therefore, we have no further comment on the recruitment policies as mentioned in your memorandum.



STATINTL

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INSPECTOR GENERAL
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DB/A Registry
78-2359/22

MEMORANDUM FOR: Deputy Director for Administration

FROM : John H. Waller
Inspector General

SUBJECT : Recruitment of Personnel

REFERENCE : DDA 78-2359/7, 11 July 1978

1. Most of this Office's personnel requirements are met by detail or transfer of experienced personnel from other Agency components. As a result, our demands on and experience with the Office of Personnel's recruitment mechanism have been limited.

2. We have been generally satisfied by the Office of Personnel's response to our requirements for applicants for secretaries, auditors, and inspectors.

a. Sufficient qualified applicants have been provided for these types of positions to permit us to make a competitive choice from among well-qualified applicants. Our Audit Staff has a standing requirement for recruitment of auditors with BBA/MBA degrees. We have infrequently reviewed an application with marginal qualifications, but this results from our purposefully broad statement of requirements, which are designed to attract a broad spectrum of candidates.

b. Our grade structure permits us to compete for candidates for our positions. In the case of auditors (who constitute the majority of our external recruiting), the GS-07/10 range offered is competitive with salaries offered by national CPA firms in this area for personnel of similar education and experience.

c. Ordinarily, we are notified when employment processing begins and when the applicant is to be given medical and security indoctrination prior to final indoctrination and EOD. We must often inquire to determine whether or not an applicant has passed the medical or security screenings.

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d. Most field interview reports provide a good insight into motivation and personality. While they permit selection of candidates for interview here, they are not an adequate substitute for direct interview by the prospective supervisor.

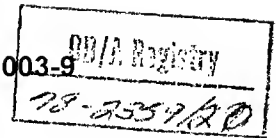
e. While we have received good applicants through the recruitment process, most of our best inspector candidates have come from within the Agency. Since Agency experience is such an important factor in our selection, this is no reflection on the Office of Personnel's recruiting mechanism.

STATINTL



John H. Waller


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23 JUL 1978

MEMORANDUM FOR: Deputy Director for Administration
SUBJECT : Recruitment of Personnel
REFERENCE : Your memo dtd 11 July 1978, Same Subject

As the Office of the Comptroller is almost without exception staffed by personnel having prior Agency experience, we have few comments to offer regarding the effectiveness of recruitment activities. We do receive applicant files from time to time, and the information in those files seems sufficient. In the one instance in recent years where we had a direct hire, the support provided by the Office of Personnel was more than adequate. We have no other comments or suggestions.



James H. Taylor
Comptroller

STATINTL



4 August 1978

MEMORANDUM FOR: Deputy Director for Administration
FROM : Omega J.C. Ware, Jr.
Director, Equal Employment Opportunity
SUBJECT : Agency Recruitment System

1. In response to your memorandum of 11 July 1978 concerning Agency recruitment the following comments are offered.

2. In my judgment the process of recruitment is central to our efforts to address population imbalances brought about by past Agency practices. My comments, therefore, are directed mainly at recruitment from the vantage of the Agency's Affirmative Action efforts. These comments are not intended to be in priority order; however, they are all in one manner or another valid to consideration of any alteration or change to be made in the recruitment system.

a. The pool vs. the class

Recognizing the disparity of minorities and females within the upper level of Agency professionals and managers, a major concern in the recruitment of minorities is the tendency to recruit primarily from the graduating classes of those specialties which the Agency requires. It is of some concern, particularly in support of Agency efforts toward "lateral entries", that recruiters do not do enough research or plan enough to recruit against the entire pool of minorities in a given skill. In short, Agency efforts to acquire engineers seem to be focused almost exclusively on this year's graduating class of undergraduate engineers. Little effort is focused on tapping the entire pool of minority engineers, including those with years of experience.

b. Recruiting information base

It is also a concern, and in my opinion a joint responsibility of the Office of EEO and the Office of Personnel to assure CIA the benefits of recruiting "intelligence". I consider essential to our

future female and minority hiring efforts a deliberate and overt effort to produce an information base on those areas and persons of most utility as resources in our efforts to attract and contact those minorities and women with the qualities that this Agency needs. The vehicles for collecting data would include participation with minority and female organizations, Agency participation in varied conferences and conventions, individual contacts of EEO and OP and recruiting personnel with not only academic personnel but also members of industry, etc., and the contribution and contacts of other Agency entities. The data should be funneled into a central file which would be used to enable the Agency to respond rapidly to any vacancy at any level in any discipline. This file could also include well qualified applicants rejected because no vacancy existed at the time. The development and maintenance of such a capability should be a continuing, deliberate, and serious effort.

c. Women

Because of the size of the Agency's female population, it is my understanding that no deliberate recruiting effort is aimed at women as a group. Yet the paucity of women at upper levels and also in certain disciplines within the Agency suggests that serious efforts should be devoted by the recruiters, including perhaps a female recruiting specialist, to the recruiting of professional women, particularly those at the upper levels of management, education and experience.

d. Quotas

It has been said that recruiters operate against quotas, i.e., as a means of measuring recruiter efforts and performance, recruiters are obliged to obtain certain quotas in terms of the numbers of applicants they provide the Agency. I don't know that this is so. However, if recruiter performance is to be measured, and I believe that it is appropriate that recruiter performance be measured, it should be measured not in terms of the applicants provided by a recruiter, but instead by applicants accepted.

e. Rejected applicants

It occurs to me that the Agency rejects many more applicants than it accepts. It would seem to be useful for recruiter guidance if a study were done to determine the reasons why applicants are rejected by the varied components of the Agency. In short, if a large number of

engineer applicants are rejected by DDS&T which has a continuing need for engineers, a study should be done of the rejected engineer applicants. Such a study would provide useful guidance to recruiters as to those qualities or absence of qualities that caused applicants to be rejected, thereby enabling recruiters to eliminate an unsuitable applicant earlier in the stage of investment. Further, studies of rejected applicants may reveal differences in terms of the job criteria provided recruiters by components and the real criteria applied by components when viewing applicants. I think it important that recruiters get timely and specific feedback on applicants rejected for other than medical or security reasons. I think it important, that at some point the recruiter have the opportunity to discuss with the component the reason for rejection particularly if the rejection is based on some truly vital quality that the applicant lacked.

f. Recruiter control

If a situation existed within the Agency where more appropriate recruiting intelligence were produced and if the needs of Agency components were more explicitly stated to make recruiter efforts more efficient then it occurs that it might be more valid and effective to reduce somewhat the flexibility of recruiter activity. In short, depending on the need, there may be and perhaps should be more control of where recruiters focus their attention at any given time. In light of the relatively small number of hires to be made by the Agency over a given period, it does not appear efficient to simply permit all recruiters to "do their own thing" against the same set of requirements.

g. Recruiter - employer teams


I am not certain of the record of achievement of component-conducted recruiting efforts. However, I would consider that maximum recruiting efficiency in certain instances can be attained only by constituting teams consisting of a recruiter and a specific employer. It should be clear in some instances that for certain specialties required by this Agency that the expertise existing in the substantive employer and in the recruiter can be most effectively employed in tandem. The recruiter is the expert at making contacts, providing access and going where the people are. The employer is the expert at assessing his needs vs. the talents, capability and potential displayed by an applicant. Such teams would provide the added benefit of enabling the Agency, speaking through this team, to make commitments to applicants in the field. Such commitments would always, of course, contain the medical-security caveat.

h. Commitment

Perhaps most important as a tool to increase the efficiency of the Agency's recruitment efforts is the capability of commitment. I would imagine that the inability to make strong employment commitment in the field when dealing with applicants places the CIA recruiter at a great disadvantage with his competitors from other Government agencies and from industry. I consider it important, if an applicant in the field meets all of the written qualifications of the employer, that the recruiter have the authority to say "If you negotiate the medical and security barriers you have a job with the Agency." This, of course, will place a burden on the component heads of the Agency to assure that their job criteria are stated with extreme accuracy. It would then of course fall to the Office of Personnel to assure that recruiters understand these criteria and know how to meet them and how to assess them in the persons of the applicants.

3. The above are a few of my thoughts and concerns with the process of Agency recruiting. As time goes on there will obviously be others which I will not hesitate to bring to your attention. Indirectly the Office of Personnel, the Office of Public Affairs, and the Office of EEO are all involved in one manner or another in the process of recruiting I feel that the Office of Personnel, Recruitment Division, should not be hesitant to coordinate and to utilize the services of these other offices in their efforts to alter Agency image and to cement Agency ties with elements of the community in order to meld and utilize these efforts and capabilities to improve our recruitment effort.

STATINTL


Omego, J.C. Ware, Jr.

27 July 1978

MEMORANDUM FOR: John F. Blake
Deputy Director for Administration

FROM: Herbert E. Hetu
Director of Public Affairs

SUBJECT: Public Affairs Office Comments on Recruitment
of Personnel

REFERENCE: Your Memorandum of 11 July 1978, Same subject

1. The Public Affairs Office has had only limited opportunities to participate in recruiting from the outside, but any system that can provide this office with a summer intern of the caliber of [REDACTED] must be applauded.


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2. Susan's case was handled in an effective and professional manner. Her folder was provided us as of possible interest. From its contents--applications, academic record and a report by a field recruiter--we determined an interest. Susan was brought in for an interview and the internship offered. Personnel handled all other details and Susan arrived on schedule. From our experience with Susan, the entire intern program seems highly commendable.

3. Other staffing of this office during my tenure (and there has been virtually a complete turnover) has been accomplished from internal resources. Staffing is difficult, we require a rather broad range of background and experience. We first look for knowledge of the Agency and of the intelligence business. Next we desire people with experience or academic training in journalism and/or public affairs. Finally, we look for those with a flair for dealing with the media, speaking, hosting groups, speech writing and preparation of instructional material.

4. Finding prospects with such broad ranging skills has not been easy. We are fortunate to have found people who come close from within the Agency and the Community. Personnel has, of course, been helpful in searching the Agency to meet our needs.

5. We anticipate that future needs can continue to be met from within. However, we do not rule out the possibility that at some future time we will seek the assistance of outside recruiters in meeting a special need.


Herbert E. Hetu

STATINTL

cc: D/Pers

DDA 78-2359/7

11 July 1978

MEMORANDUM FOR: Deputy Director for National Foreign
Assessment
Deputy Director for Operations
Deputy Director for Science and Technology
General Counsel
Legislative Counsel
Inspector General
Comptroller
Director, Equal Employment Opportunity
Director of Public Affairs

FROM: John F. Blake
Deputy Director for Administration

SUBJECT: Recruitment of Personnel

1. We are embarking on a thorough review of the personnel recruitment mechanism operated by the Office of Personnel. In connection with that review I would appreciate your observations on the effectiveness of our recruitment activities, as you view the matter, and with particular reference to technical and professional personnel. Your input will be of assistance to us in trying to identify any "soft spots" in the program and, likewise, we stand to gain by any constructive criticism you may feel free to offer.

2. Please make your remarks as encompassing as possible. Some of the kinds of feedback we would like to receive are as follows:

a. Do your recruitment requests appear to receive timely attention?

b. Are the files that are sent to you in answer to your request responsive to the needs of the job?

c. Do the grades which you have available appear competitively adequate for the type of person you are seeking?

d. Is there sufficient feedback to keep you aware of the status of applicant processing?

e. Are the field interview reports written by the field recruiters sufficient in depth and quality to allow you to express interest?

The above suggestions are only illustrative of the type of information we seek. Your cooperation in this matter will be appreciated and will be a contribution to the common good.

3. If at all possible, I would appreciate receipt of your reply by 1 August 1978.



John F. Blake

STATINTL

cc: D/Pers

DDA:JFBlake:kmg (11 Jul 78)

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